

Effect of Contract Management Practices on Procurement Performance a Case of Nyarugenge District

Kyarisiima Jolly

Masters of Science in Procurement and Supply Chain Management of the University of Kigali

Abstract

The objective of the study was to investigate the contract management practices on the procurement performance. Specifically, the study sought to; to establish the relationship between compliance to technical specifications and procurement performance at Nyarugenge District; to assess the influence of resources allocation & utilization on the procurement performance at Nyarugenge District and to examine the role of contract terms & conditions in enhancing procurement performance at Nyarugenge District. This study adopted a descriptive survey design. The target population for this study was 127 comprising both staff of Nyarugenge District head office and contractors. The study used a sample size of 105 and applied stratified and simple random sampling methods in generating the sample. The study used a primary data collected using a questionnaire. Statistical package for social sciences (SPSS) computer software for data analysis was used to conduct the data analysis task. The statistics generated included descriptive statistics and inferential statistics. The qualitative data generated from open ended questions were categorized in themes in accordance with research objectives and reported in narrative form along with quantitative presentation. A correlation model was used to test the significance of the influence of the independent variables on the dependent variable. It was notable that there existed a strong positive relationship between the independent variables and dependent variable. The studied variables were very significant therefore needed to be considered in any effort to boost procurement performance. Based on the study findings, the study concluded that procurement performance of Nyarugenge District was affected by contract management practices. Therefore, other factors affecting performance needed to be established. These may include the legal framework, and staff competency among others needs further investigation.

Keywords: *Contract management practices, Procurement Performance*

Introduction

Contract management practices are practices that ensure both parties to a contract fully meet their respective obligations as efficiently and effectively as possible, in order to deliver the business and operational objectives required from the contract and in particular to provide value for money therefore as a result developing and managing contracts is a skill required in order to enhance procurement performance in public institutions. Contract management is not an end in itself and it is important that all contracting decisions and actions focus on the outcomes that entities are seeking to achieve (Adrienne Watt, 2018) successful and efficient contract management practices are those that meet the needs of the company's stakeholders, achieve optimum conditions and value in regard to the allocation of scarce tax payers resources (best value for money), ensure rational and efficient of funds available, (Benon C. Basheka, 2014)

According to the contract management hand book of June 2015 of the ministry of justice of Rwanda contract management involves the managing of contracts to maximize financial and operational performance and minimize risk. The objective is to ensure that all parties meet their obligations, it includes managing the contractual relationship and ensuring that the deliverables are provided to the required standards, within the agreed timeframe and achieve value for money, it's important that contracts are actively managed throughout their life to help ensure that contractor performance is satisfactory, stakeholders are well informed and all contract requirements are met. The purpose of the contract management is to ensure that all the parties to the

contract fully meet their contract obligations as efficiently and effectively as possible, delivering the business and operational output required from the contract and providing Value For Money (MINIJUST, 2005).

Contract management is a vital part of a procurement process in achieving the procurement performance objectives and the overall organizations objective hence without effective contract management, procurement objectives cannot be achieved within defined time, budget and quality and this also affects the five rights of procurement the Right Quality, The Right Quantity, The Right Price, The Right Place, At the Right Time (MINIJUST, 2005).

Therefore, for case in the public sector procurement like in Nyarugenge District, huge expenditure is there for procurement of goods, services and works and therefore if the contract management is not performed effectively, there is a potential to make the whole procurement void and result in a potential loss of public fund.

Worldwide contract management faces different performance issues like: delays of contract implementation, unresponsiveness to the contract terms and conditions, deserting from employment execution duties, managing costs to ensure that the contract is delivered within the contract price. Ideally, the contract management system should be integrated with the financial management system of the government or the project (Jela, 2013).

Rwanda public institutions lose a lot of millions of tax payer's money through cancelled contracts, unfinished projects, poor service or product delivery, corruption and extended contract periods each year. The government of Rwanda spends between 60%–70% of its budget on procurement alone, however due to poor contract management the government loses a lot of its funds (Auditor General, 2015).

Rwanda Public Procurement Authority (2017) stated that among the major issues in contract management and performance are interruptions of contract implementation, unresponsiveness and compliance to the contract terms and conditions, abandoning from employment execution duties and managing costs and these all affect the procurement performance and the report noted that the primary 'root problems' to poor contract management were identified as delays by suppliers, delays by the Government procuring entity in executing payment, disputes due to poorly drafted specifications and terms of reference and poor day to day monitoring of obligations by the Government procuring entity. Behind these problems, appeared to be a combination of challenges relating to a lack of contract management tools and the need for greater accountability and training for legal officers.

However, Nyarugenge district report revealed that it faced the delay of contract implementation; project withdrawal by contractors, unresponsiveness and compliance of the contract terms and conditions, insufficient budget allocation for contract implementation and procurement planning which became a humper for its development (MINECOFIN, 2017). Therefore, this study imperative to the researcher to examine the effect of contract management practices on procurement performance of public institutions.

The general objective of this study is to investigate the EFFECT OF CONTRACT MANAGEMENT PRACTICES ON PROCUREMENT PERFORMANCE case of Nyarugenge District head office.

The specific objectives of this study were the following: To establish the relationship between compliance to technical specifications and procurement performance at Nyarugenge District. To assess the influence of resources allocation & utilization on the procurement performance at Nyarugenge District. To examine the role of contract terms & conditions in enhancing procurement performance at Nyarugenge District.

Literature

Stakeholder Theory

The origins of stakeholder theory draw on four key academic fields: sociology, economics, politics and ethics and especially the literature on corporate planning, systems theory, corporate social responsibility and organizational theory and over the course of his work entitled Strategic Management: a Stakeholder approach, generally accepted as launching the stakeholder theory concepts, defines how stakeholders with similar interests or rights form a group and what Freeman was seeking to explain was the relationship between the company and its external environment and its behavior within this environment (Freeman, 2004).

Miles (2002) said that the basic premises of Stakeholder theory are: the organization enters into relationships with many groups that influence or are influenced by the company`s stakeholders in the theory focuses on the

nature of these relationships in terms of processes and results for the company and for stakeholders, the interests of all legitimate stakeholder are of intrinsic value and it is assumed that there is no single prevailing set of interests and the theory focuses upon management decision making, explains how stakeholders try and influence organizational decision making processes so as to be consistent with their needs and priorities and in terms of organizations, these should attempt to understand and balance the interests of the various participants taking these premises into consideration.

Wagner, Alves and Raposo (2013), the concept of stakeholder management was developed so that organizations could recognize, analyze and examine the characteristics of partners being influenced by organizational behavior. Thus, management is carried out over three levels: the identification of stakeholders, the development of processes identifying and interpreting their needs and interests and the construction of relationships with the entire process structured around the organization's respective objectives.

Systems Theory

Public organizations are open systems that receive inputs (demands, support, etc.) from their environment which are being absorbed and manufactured (throughput) through policy processes and the use of management techniques which leads to outcomes that generate new feedback from the organizational external environment and an analysis of how the external environment of organizations influences them to implement changes with regard to the integration of their services. By doing so, open systems theory leads to the insight of contingency or the fact that each public organization works within its own societal environment which is partly identical and partly different or specific. (Richard Walker, 2014).

Assessing both the internal and external situational factors becomes necessary in order to understand why each organization has a certain specific character, following the structural contingency theory; this specific character refers to the optimal structure which is different for each organization. Such a perspective emphasizes effectiveness and efficiency (Vander Elst, 2012). Organizational reforms need to be considered as strive for a best fit between organizational structures and the environment surrounding an organization. Contingency theory assumes a rational adaptation to the environment (Scott, 2003).

Organizations continuously adapt system functioning in response to feedback and informational signals to counteract entropy. For example, aligning organizational policies to meet performance targets set by external agencies exemplifies the dynamic interaction between the organization and its external environment (Omanji, J. A., & Moronge, M., 2018).

Empirical review

The concept of procurement is that advanced planning, scheduling, and group buying will result in cost savings, more efficient business operation, and therefore increased profitability. There are four steps that form the basis of procurement planning: group buying, just in time delivery, negotiated bulk pricing, and reduced administrative overhead. Group buying is the process of combining the total resource requirements for different departments and creating one purchase order (Nderi, 2015)

The departments can be physically located in a range of buildings, with the delivery dates, quantities, and conditions listed in the purchase order. This practice is increasingly common in government and public sector firms, where the same item can be purchased for a range of different institutions. The organization performance is closely linked to the performance of procurement and therefore it is necessary to assure that procurement performs to the necessary levels so that the organization as a whole achieves high levels of operations (Daniel Kinuthia Wanjiru, Ali Ibrahim Abdalla, 2015).

The organization performance can be evaluated by quality service and products, satisfying customers, market performance, service innovations, and employee that organization performance can be appraised by the following dimensions of performance: return on investment, margin on sales, capacity utilization, customer satisfaction and product quality. The return on investment, sales and market growth, and profit are important factors that can be used to measure organization performance (Ngunyi, 2014)

The procurement practices, associated with competition capabilities of the firm, may have more significant effects on firm performance, a good organized and executed procurement process will make it possible for companies to decrease their inventories, have better customer service, diminish costs as well as aid fast

inventory turns. From the long term perspective, a procurement process has been found to significantly increase a company's market share (Adrienne Watt, 2008)

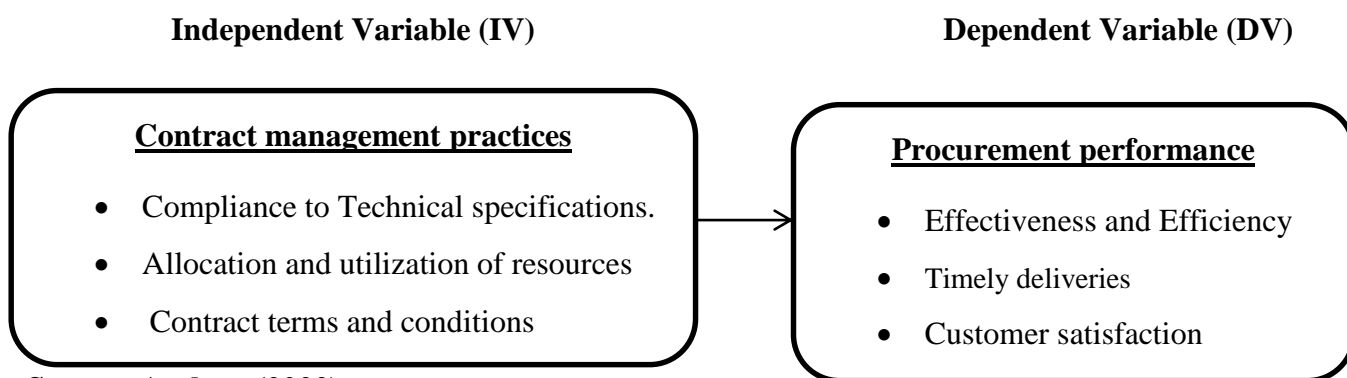
One of the tools for the firm's competitiveness is strategic procurement which is seen to have a positive effect on the overall performance of the organization. Unlike traditional purchasing driven by the desire to cut costs of purchase, short-term profit improvement, transactional rather than relationship behavior, and emphasis on price reduction. Strategic procurement planning, by contrast, looks at how the purchasing of goods and services, including outsourcing of entire processes, can deliver better long-term shareholder value. It involves reducing the supplier base, co-operative negotiation with suppliers, quality interaction with suppliers, and developing long-term relationships with the best suppliers. Nevertheless, these strategic procurement behaviors are linked to better procurement performance (Adrienne Watt, 2008).

Conceptual framework

A conceptual framework is a structure of concepts and or theories which are put together as a map for the study and it shows the relationship of research variables (Mugenda, A.G., 2008).

The conceptual framework is used to explain the relationship between the independent variables and the dependent variable.

Conceptual framework.



Source: Author, (2022)

The conceptual framework shows the relationship between Contract management practices and procurement performance is a dependent variable and has its measures like Effectiveness and Efficiency, Timely deliveries, Customer satisfaction and it's influenced by contract management practices like Compliance to Technical specifications, Allocation and utilization of resources, Contract terms and conditions.

Methodology

The research is a case study as well as a causal research design which involves estimating the causal effect between variables. The Causal research design was carried out to identify the extent and nature of cause and effect relationship between the variables. A causal research can be conducted in order to assess impacts of specific changes on existing norms and processes while offering great levels of validity due to systematic selection of subjects John (Dudovosky, John, 2013).

The case study of Nyarugenge District has been selected in curiosity of knowing how the contract management practices and procurement performance is processed in a day-to-day close institution where data can be easy to get and the target population of 127 respondents.

This study used both stratified and simple random sampling method; there is no fixed and inviolate rule on how large your sample should be. Rather it is circumstances that dictate what number or fraction of the population for the study and a sample of 105 was selected using stratified and random sampling methods.

Sample size of the respondents

Source: Researcher, (2022)

Names of Department	Population	Sample size
Executive committee	5	5
Finance unity	7	7
Administrative unity and Human Resources	15	10
Planning Unity	3	3
Agriculture and Natural resources Unity	6	1
BDE Unity	5	2
Good governance unity	5	5
Social unity	5	2
One stop Center Unity	11	8
Health unity	4	4
Executive Secretary and Corporate services	11	8
Contractors	50	50
Total	127	105

In this case, there were both closed and open-ended questions which allow for various responses by the respondents. Research assistants will be educated on the requirements of the study. These were administered through drop and pick method to the respondents. The questionnaire is ideal because the researcher give the respondents an opportunity to respond at their convenience. The questions were organized in a way that makes it easy for the respondents to understand.

This research used both primary and secondary data. Primary data was collected through the structured questionnaires. Secondary data was obtained from the already existing information collected from publication, journals and other recognized source.

This is a set of questions logically prepared to be completed by the respondents themselves. The list of questions was done in a way that addressed the objectives of the study. The researcher used a sampling frame to identify respondents and distribute the questionnaires.

According to Grinnel Richard M. Jr. and Williams Marget,(1990) secondary data is the data that exists already inboxes, in some organization basement, books, journal and websites. In this study secondary data were used from websites and some archives from the University of Rwanda.

Before processing the responses, the completed questionnaires were coded and edited for completeness and consistency. Then the data was coded to enable the responses to be grouped into various categories. The collected data was analyzed using descriptive statistics by the help of Statistical Package for the Social Sciences (SPSS version 21) program.

Presentation, Analysis and Interpretation of Findings

This research work was guided by the following research objectives:

- To establish the relationship between compliance to technical specifications and procurement performance at Nyarugenge District
- To assess the influence of resources allocation & utilization on the procurement performance at Nyarugenge District
- To examine the role of contract terms & conditions in enhancing procurement performance at Nyarugenge District.

Objective One. To establish the relationship between compliance to technical specifications and procurement performance at Nyarugenge district.

From the findings majority of the respondents were strongly and agree that delay of contract implementation in the district; there is abandoning of project during its implementation in the district; there is unresponsiveness and compliance of the contract terms and conditions in the district; there is insufficient of budget affect contract implementation; there is dormant Contract in the district due to the budget and there is contract management problem faced by the District as shown by a mean between 4.6095 and 4.8000 which revealed as extremely positive and the variation of the standard deviations which from 0.98888 and 0.99992 which shows the concentration of respondents among the answers from the field.

From the findings majority of the respondents were strongly and agree that objectives are written in response to the requirements; specification is produced on timely basis and respond to the requirements; specification describes internal interfaces and is for use only by the developers, testers, and, later, to some extent; the need for change to the functional specification is recognized and functional specification is the formal response to the objectives as shown by a mean between 4.3810 and 4.8000 which revealed as extremely positive and the variation of the standard deviations which from 0.79116 and 0.9988 which shows the concentration of respondents among the answers from the field. On the other hand, the same table shows that procuring entities are informed by their knowledge of the market place as shown by the mean of 3.3905 which revealed moderate status and its standard deviation of 0.71448. The researcher concludes that compliance to technical specifications at Nyarugenge District has positively affected the contract procurement practices.

Objective Two: To assess the influence of resources allocation & utilization on the procurement performance at Nyarugenge District.

From the findings majority of the respondents were strongly and agree that Nyarugenge District makes room for strategic reallocation; diversify skill sets and responsibilities; it subscribes to an easy, automated resource request process; It makes the optimal utilization on the benchmark; the base timelines on booked against the actual reports and resources are utilized based on the needs of the organization as shown by a mean between 4.3905 and 4.8000 which revealed as extremely positive and the variation of the standard deviations which from 0.89020 and 0.9988 which shows the concentration of respondents among the answers from the field. The researcher concludes that allocation and utilization of resources at Nyarugenge District should follow approved plans so that deviation can be minimized and may positively affect the contract procurement practices.

Objective Three: To examine the role of contract terms & conditions in enhancing procurement performance at Nyarugenge district.

From the findings majority of the respondents were strongly and agree that Each part should know its legal obligations of the contract; it improve and maintain open lines of communication for the two contracted parties; it should Include all the relevant information of the contract terms and conditions; there should not be no surprises related to terms and conditions of the contract; ensure terms are not hidden or difficult to read and provide information that is clear, complete and accurate as shown by a mean between 4.2000 and 4.6000 which revealed as extremely positive and the variation of the standard deviations which from 0.90192 and 0.99225 which shows the concentration of respondents among the answers from the field. The researcher concludes that contract terms and conditions at Nyarugenge District are implemented and this may affect positively the contract procurement practices.

From the findings majority of the respondents were strongly and agree that it emphasis on achieving quality, not just producing artifacts that represent quality; the organization focuses on efforts and by order of priority; organizational performance measures will help refine the framework in place; there is maximization of organizational time management for the implementation of the purchase; it establishing some key program-structure components to ensure success and meet organizational objectives according to priority, and provide ongoing capability that may lead to the goal achievement as shown by a mean between 4.2000 and 4.8000 which revealed as extremely positive and the variation of the standard deviations which from 0.90192 and 0.99992 which shows the concentration of respondents among the answers from the field. The researcher

concludes that the effectiveness and efficiency of performance contract are hiring and implemented for the contract procurement performance.

From the findings majority of the respondents were strongly and agree that accepting and accommodative of the changes necessary to deliver on time and on budget; it is crucial to test the product early and continue to test it frequently; various teams involved do not understand the new product; while planning may seem like a huge rock of deliverables, it makes sense to break it up into smaller for better handling and execution; create change control for deliverables and needs to have complete clarity and understanding the deliverables in order to meet requirements as shown by a mean between 4.3905 and 4.8000 which revealed as extremely positive and the variation of the standard deviations which from 0.97020 and 0.99992 which shows the concentration of respondents among the answers from the field. The researcher concludes that timely delivery has become a culture at Nyarugenge District and this contributes to the procurement performance.

From the findings majority of the respondents were strongly and agree that customer satisfaction is a factor that helps you stand out of the competition; great customer experience can take your brand places; customers' opinion and feelings about the brand can affect, in both positive and negative way; it treats every customer as if they were a very important person; it keeps an eye on what customers say about you on social media and it knows how you should survey your customers in the right way as shown by a mean between 4.3905 and 4.8000 which revealed as extremely positive and the variation of the standard deviations which from 0.97020 and 0.99992 which shows the concentration of respondents among the answers from the field. The researcher concludes that customer satisfaction has been a priority to the suppliers at Nyarugenge District and this contribute to the procurement performance.

From the findings majority of the respondents were strongly and agree that there is proper management of the contract improving the effectiveness of procurement performance in Nyarugenge District; proper management of the contract promote customer satisfaction in procurement performance in Nyarugenge District; well utilization of finance resource increase the procurement performance; there is a contract management team in the District who implement terms and conditions; well sated contract increase the performance of procurement; number of contract that have signed from 2016 up to 2018; contracts are closed on time as per terms and conditions and contract management affects the procurement performance of the District as shown by a mean between 4.5905 and 5.0000 which revealed as extremely positive and the variation of the standard deviations which from 0.99410 and 0.99999 which shows the concentration of respondents among the answers from the field. The researcher concludes that contract and procurement performance depend on each other and shows a positive relationship.

Conclusion

In order to achieve this conclusion, the researcher based on findings from the field study conducted on the contract management practices and procurement performance of public institutions, all specific objectives have been achieved by using the sample of 105 respondents. Primary and Secondary data were used in methods of data collection. The analysis and interpretation of the data were made using descriptive statistics with the statistical package for social sciences by researcher in line with the research objectives. Generally, it has been founded that many organizations in the world needs more registration in terms of partner relationship, information sharing and supply chain integration within the market place. Finally, the researcher came up to confirm that the contract management; finance and control on influences of the performance.

Recommendations

In light of the research findings, the following recommendations are made:

- To reduce the delay of contract implementation which cause some project withdrawal by contractors due to waiting time and implementation capacity of the local government
- To improve responsiveness and compliance of the contract terms and conditions so that both parties can respect their obligations.
- The study recommended increasing sufficient budget allocation for contract implementation so that there is a mutual benefit.

- To improve the effective procurement planning which is usually in the procurement process and there is need to develop the skills of the employees on developing quality procurement plans based on the approved budgets.
- The top level to lower level employees should be involved in formulation and development of the procurement plans so as to make the process of implementation easier and acceptable by all employees. The procurement personnel are in logistics firms need to carefully study and understand the applicable procurement thresholds in different situations and relevant procurement method applicable.

References

1. Koh. (2006). The impact of supply chain management practices on performance of SMEs'', Industrial Management & Data Systems (Vols. Vol. 107 No. 1,).
2. Martin C.Smith . (2004). Modern Approach to Procurement Management. Harlow Essex: Pearson Education Ltd.
3. Adrienne Watt. (2018). Procurement Management. Montreal: Pressbook Open.
4. Arrowsmith, S., Treumer, S., Fejø, J., & Jiang, L. . (2011). Public procurement regulation: an introduction.
5. Baird, K. (2017). The effectiveness of strategic performance measurement systems.
6. Basheka, B. (2008). Procurement Planning and Accountability of Local Government Procurement Systems in Developing Countries. Journal, 8(3).
7. Battour, M. B. (2017). The impact of customer relationship management capability on innovation and performance advantages: Testing a mediated mode.
8. Belinda Dewsnap, Cathy Hart. (2004). Category management: A new approach for fashion marketing. The European Journal of Marketing.
9. Benn Lawson, Paul Cousins,. (2009). Strategic Purchasing, Supply Management Practices and. Landon: International of Production Research.
10. Benon C. Basheka (2014). Determinants and constraints to effective procurement contract management. 6.
11. Chebii, L. D. (2016). Determinants of Successful Implementation of E-Procurement in Public Institutions in. International Journal of Economics, Commerce and Management, 4(4), 39.
12. Daniel Kinuthia Wanjiru, Ali Ibrahim Abdalla. (2015). Effects of Information Communication Technology Adoption on Procurement Process. International Journal of Management and Commerce Innovations , Vol. 2, Issue 2.
13. Dawe, R. (2004). An investigation of the pace and determination of information technology use in the manufacturing materials logistics system. Journal of Business Logistics, 15 (1).
14. Dong et al, 2009. (2009). Therefore supply chain management can be defined as. 7.
15. Dr. Kepha Andrew Ombui. (2009). Influence of the Porter's Five Forces Model Strategy on Performance of Selected Telecommunication Companies. Landon: Department of Entrepreneurship.
16. Dudovsky, John. (2013). The ultimate guide to writing a dissertation in Business studies, A step by step assistance (Vol. (4)).
17. Ellinger, Alexander E., Scott B. Keller, and John D. Hansen. (2006). Bridging the Divide Between Logistics and Marketing: Facilitating Collaborative Behavior. Journal of Business Logistics, Vol. 27, No. 2.
18. Emerson Wagner Mainardes, M. R. (2013). Stakeholder theory: Issues to resolve. (T. E. Management, Ed.) Portuguese Public University Student Satisfaction: A stakeholder theory-based approach.
19. European Commission - Fact Sheet. (January 2022). January infringements package: key decisions.
20. Evelyn Nsiah-Asare and Kwadwo Boateng Prempeh. (2016). Measures of Ensuring Value for Money in public procurement. Accra: Sunyani Polytechnic.
21. Freeman, R. E. (2004). "A Stakeholder Theory of Modern Corporations", Ethical Theory and Business. 7th Edition.

22. Green, K. a. (2007). 'The impact of JIT-II-selling on organizational performance', *Industrial Management & Data Systems*. 107, (7).
23. Gregory S. Namusonge. (2016). Influence of information technology practices in procurement on organization performance in public institutions in Kenya (Vol. IV). Nairobi, Kenya: Jomo Kenyatta University of Agriculture and Technology.
24. Grinnel Richard M. Jr. and Williams Marget. (1990). *Research in social research*. Illinois: Peacock publishes, inc. .
25. Harland, C. M. (1996). *Supply chain management: Relationships, chains and networks*. British Journal of Management.
26. Hoskisson and Michael . (2017). *Strategic Management: Competitiveness And Globalization*. Havard: 7th edition.
27. Jela, E. (2013). *Supply chain technology adoption and large manufacturing firms performance in Nairobi*. Nairobi: University of Nairobi.
28. Kabaj, O. (2003). *The Challenge of African Development*. London .
29. kierkegaard. (2006). As 9 correctly highlighted by kierkegaard. rules for advertising procurement needs.
30. Kingori, M. (2013). The effect of e-procurement on supply chain management at teachers' service. *International Journal of Social Sciences and Entrepreneurship*, 3(4), 17.
31. KOTHARI, C. (1990). *Research methodology, Methodes & Techniques*.
32. Lee, H. L. & Whang, S. (2000.). *Information sharing in a supply chain*. pp. Vol. 20 No.3/4.
33. Mamiro, G. (2010). *Value for Money, The Limping Pillar in Public Procurement Experience from Tanzania*.
34. Marget, G. R. (1990). *Research in social research*. Illinois: Peacock publishes, inc. .
35. Marshall et al. (2017). Piggy in the Middle: How Direct Customer Power Affects First-Tier Suppliers' Adoption of Socially Responsible Procurement Practices and Performance. *Journal of Business Ethics*.
36. Martin C.Smith (2004), *Modern Approach to. (2004). Modern Approach to Procurement Management*, Pearson Education Ltd, . Harlow Essex: Pearson Education Ltd.
37. Miles, S. (2002). *Develloping Stakeholders theory*. *Journal of Management Studies*, 39:1, 0022-2380.
38. MINECOFIN. (2017). *Local Economic Development Audit Report*. KIGALI: MINECOFIN.
39. MINIJUST. (2005). *contract management hand book* . Kigali: MINIJUST.
40. Mugenda, A.G. (2008). *Social Science Research: Theory and Principles*. Acts Press, Nairobi.
41. Nancy Nyaboke Onchweri, Willy Muturi. (2015). *Determinants Of Compliance In Public Procurement Regulations In The Public Sector*. 4-5.
42. Nderi. (2015). *Procurement Planning Strategy And Service Delivery*. NAIROBI: School of Busness of NAIROBI.
43. Ngunyi. (2014). *Effects of procurement practices on organizational performance* . NAIYIROBI.
44. OAG. (2015). *Auditor General Report of Nyarugenge district* . Kigali: Offices of Auditor General of State Finances.
45. Omanji, J. A.,*1 & Moronge, M. (2018). *THE INFLUENCE OF PROCUREMENT PRACTICES ON PERFORMANCE OF THE PUBLIC SECTOR IN KENYA. A CASE*. *Business & change*, 17-20.
46. Peter Trkman and Kevin McCormack. (2010). *Estimating the Benefits and Risks of Implementing E-procurement*. 57, 6-7.
47. Ranjit Nikose, Dr. CM Sadiwala. (2018). *Green Supply Chain Management Practices for the Protection of Environment with Company Profit*.
48. Richard Walker, F. D. (2014). *Management Innovation and Organizational Performance: The Mediating Effect of Performance Management*. *Journal of Public Administration Research and Theory*.

49. Robert D. Klassen, S. V. (2009). Collaboration and Evaluation in the Supply Chain: The Impact On Plant-Level Environmental Investment. article in Production and Operations Management.
50. RPPA. (2017). RPPA Annual Activity Report. Kigali : RPPA.
51. Scott, C. &. (1991). New strategic tools for supply chain management. International Journal of Physical Distribution & Logistics Management. International Journal of Physical Distribution & Logistics Management.
52. Shantanu et al. (2012). Strategic Marketing: Creating Competitive Advantage. Amazon: Oxford University .
53. Shileswa, E. A. (2017). Effects of Procurement Practices on Procurement Performance of Public Sugar Manufacturing Firms in Western Kenya. International Journal of Management Research & Review, 7(4).
54. SIGMA. (2015). SIGMA program 2011 (www.sigmaweb.org).
55. Silas Eliphas Njeru. (2015). Factors affecting effective implementation of Procurement Practices in. NAIROBI: Philosophy in Supply Chain Management in the Jomo Kenyatta.
56. Smith, A. (2004). An assesment of new legislative package on public procurement. Common Market Law Review, 1277-1325, 41.
57. Stanley E. Fawcett, Gregory M. Magnan, Matthew W. McCarter. (2007). Benefits, barriers, and bridges to effective supply chain management.
58. Stephen Brammer & Helen Walker. (2008). Sustainable procurement in the public sector: An international. London: University of Warwick, Coventry.
59. Suhong Li et al. (2004). The impact of supplychain management practices on competitive. Toledo: Elsevier Lt.
60. Treumer, A. (2010). Public procurement regulation: an introduction. 18-19.
61. Turban, E., Lee J., King, D. & Chung, M.H. (2000). Electronic commerce, Upper. 198.
62. Van Weele, A. J. Purchasing & Supply Chain. (2006). Purchasing & Supply Chain Management: Analysis, Strategy, Planning and Practice. Sidney: (4th Ed.).
63. Vander Elst, S. R. (2012). Ict-Supported Reforms Of Service Delivery In Flemish Cities.
64. Weele, V. (2006). Purchasing & Supply Chain Management: Analysis, Strategy, Planning and Practice. Sidney: (4th Ed.).
65. Wei Guan. (2002). Vertical integration in supply chains: driving forces and consequences for a manufacturer's downstream integration. Linköping, Sweden: Engineering, Linköping University.
66. Wong, et al. (2011). Towards a theory of supply chain alignment enablers: a systematic literature review. Supply Chain Management: An International Journal. 17(4),.
67. Zhang Ying Ying. (2012). The role of performance measurement to performance \management. Shangai: New vision.